

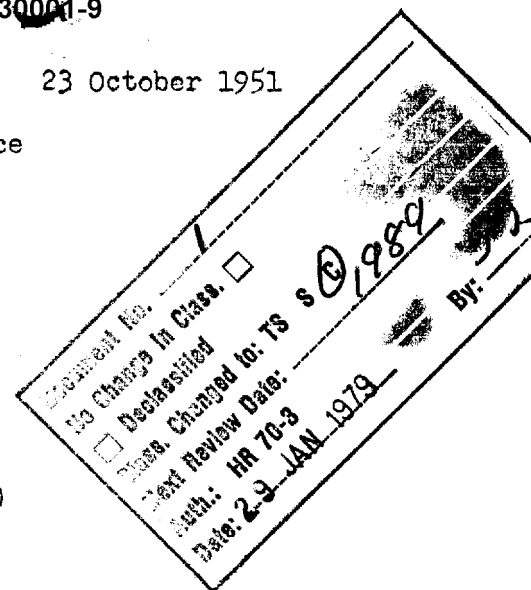
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23 October 1951

MEMORANDUM FOR: Deputy Director, Central Intelligence
Deputy Director (Plans)
Deputy Director (Administration)
Special Assistant to the Director
All Assistant Directors
Executive Assistant to the Director
Director of Training
General Counsel

FROM: Assistant to the Director

SUBJECT: Progress Report (due 1 January 1952)



On January 1, 1952, Central Intelligence Agency will submit to the President and to the National Security Council a comprehensive progress report for the period October 1950 to December 31, 1951. It is intended that this document provide a critical self-analysis of all CIA operations that the President may be accurately updated on the health and condition of our national intelligence system.

Temper, Character, and Range of the Report:

1. If this report is to provide a critical self-analysis of all agency operations, it is essential that we insist upon objectivity and honesty in our appraisal of the progress we may claim to have made. At the same time, we must scrupulously avoid over-emphasis on internal organization at the expense of a more analytical examination of the concepts that guide us, the functional responsibilities we claim, and the difficulties with which we are beset.
2. The report will be a CIA report on CIA and its role in the national intelligence system. To be effective it must be penetrating and candid. It must admit to omissions as well as confess to commissions; it must take a position and reach a conclusion.
3. It is not intended that the report shall simply enumerate and extoll our achievements for the period under review. Instead we must say and say plainly:
 - a. This is what we have done.
 - b. This is why we have done it.
 - c. This is how we have done it.
 - d. This is where we once stood.
 - e. This is where we now stand.
 - f. This is what yet remains to be done.

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Consequently we must state with unrestrained objectivity the nature, the magnitude, and the importance of those problems that have not yet been solved. Where probable solutions to these difficulties are within range, we can indicate the probability and means of solution. But we have no desire whatsoever to conceal those problems for which we may not yet have found answers.

Style:

To be readable the report must be crisp and plain-spoken. Wherever possible, specific incidents should be used to make the point more graphically than it might be made in the abstract. Above all, we shall try to avoid the conventional government gobbledygook that produces such terms as "implement," "formalize," and "promulgated."

Illustrations:

Where drawings, charts, and tables can be used to tell a story, they should be. Illustrations, however, will be submitted in work drawings that they may be executed in a standard design.

Classification:

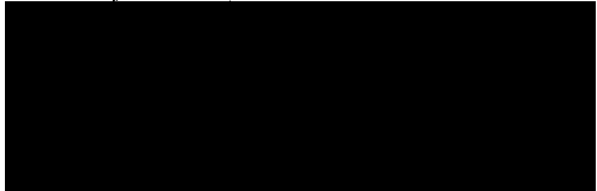
1. TOP SECRET for body of the report.
2. Necessary classification for pertinent annexes.

Timetable:

- ✓ 1. Sectional drafts due November 16, 1951.
- ✓ 2. Board reviews by November 30, 1951.
3. Draft copy to DCI, DDCI, DD/P, DD/A, SA/DCI by December 14, 1951.
4. Completed text December 28, 1951.
5. Printed copies January 30, 1952.

Tentative Outline: Attached.

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Colonel, USAF

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ORIGINAL DOCUMENT MISSING PAGE(S):

Attachment